



2 July 2003



## USAREUR Transformation

1. As threats to our democracy change and as the nature of warfare itself changes, your Army is aggressively transforming. To help both EUCOM and the Army meet these challenges, we in the United States Army Europe have recently recast our Vision for the future. We intend to be relevant, lethal, agile, and highly mobile. We intend to dominate land battles, as we have in the past. Our Vision is a statement of what we want to be in the future, and it's a mandate for positive change:

Freedom's Expeditionary Force!

Transformed and ready; Projecting Premier Full Spectrum Forces;  
Lean and Agile, Strategically Postured; and Guarantors of Security,  
Access and Stability

An Army Forward >> Any Mission, Anywhere!

2. The Vision is deeply nested in the Transformation efforts of the Army, while sharing EUCOM's vision of a "ready, agile, joint, expeditionary force supported by an optimized infrastructure network." USAREUR's course to the future must and will be set in full support of EUCOM Transformation. We will do this while taking care of our most precious assets—our soldiers and their families.

3. EUCOM's future operational approach will require a certain amount of restructuring and repositioning of our forces. That's not new to our Army. The Army is not the same as it was 50 years ago and it will not be the same 50 years from now. We should not be afraid of change; we should embrace it as the path to our future. Here in USAREUR, we have routinely changed our stationing and posture over the decades to meet the threats as they were presented. New realities, including the Global War on Terrorism, now require that we address challenges to the East and South in the EUCOM Area of Responsibility. Recent events have highlighted the need for more agile, flexible forces that can be quickly deployed. They also argue for a new basing strategy that supports forces in Europe, as well as those forces coming from the U.S., and even those from other nations. The basing concept includes: (1) Joint Main Operating Bases (JMOB) with permanently assigned forces with robust infrastructure from which we project forces—an example being the Grafenwoehr area; (2) Joint Forward Operating Bases (JFOB) that are modern and efficient with minimal permanent staff where forces rotate from our JMOBs or from the U.S.—an example being Camp McGovern in Bosnia; and, (3) Joint Forward Operating Locations (JFOL) that would be only minimally manned and would provide our forces with a base from which we could send forces for training or for rapid onward movement to a trouble spot.

**ANY MISSION, ANYWHERE!**

4. Our Army forces in Europe will be transformed into fully joint capable Task Forces at appropriate echelons, occupying a smaller footprint with hybrid, more agile command and control structures. Our Army Headquarters in Europe will transform to be joint and expandable in nature, capable of command and control of joint and combined forces throughout the EUCOM Area of Responsibility. As the Army's posture changes, it may make sense for the Army as a whole to permanently reposition some forces from Europe to the United States. Those forces that are most capable of meeting the needs of rapid response forward in theater will be transformed and retained in EUCOM. We are dedicating significant manpower and intellectual energy to work closely with EUCOM and the Department of the Army to ensure our views, insights and experiences are fully incorporated. Our uncompromising goal is to be better and more relevant joint warfighters, while taking care of our soldiers and families.

5. Throughout the transformation process, we will focus our energy on the fundamental character of "What" the Army is, in addition to "Where" the Army is. Emphasis will remain on mission accomplishment and quality of life for our force. Our Army must support and care for its family members, while we remain ready to accomplish any assigned mission. In order to be ready, we must continue to treat Army families as a priority investment for the Nation. OPTEMPO will not be greater than the missions absolutely require, and we will take aggressive steps to moderate the effects of OPTEMPO for soldiers, civilians and families. In fact, I am convinced that the return of selected forces to CONUS and the forward positioning of smaller, yet more agile and mobile forces will contribute to reduced OPTEMPO and PERSTEMPO overall across our Army. We are committed to providing world class services to soldiers and their families who remain stationed in Europe. We will go through this transformation to a more capable force together, and achieve the objective of "Freedom's Expeditionary Force" for the 21<sup>st</sup> century.

6. As of this time, no decisions have been made to close specific installations or to relocate major units. There are numerous initiatives being considered and until those initiatives are fully developed and approved much of what you may hear is merely speculation. Nonetheless, as stated earlier, we can expect change and this change will likely be reflected in the relocation of major units. Rest assured that as plans are finalized, we will provide our soldiers and families with all the available information.

7. One point should be crystal clear. We will take care of our soldiers, civilians and families at each step in this process. Along with General Jones, the EUCOM Commander, USAREUR leaders pledge their full support to ensuring our actions make sense in terms of our people. A number of our senior soldiers were part of the USAREUR restructuring of the early to mid 1990's and they fully understand the impact of change on our soldiers, civilians and families. We will use their experience to guide this complex process. I'd like to quell at least one rumor that has already made the circuit, and that is the notion that selected forces currently deployed to



***ANY MISSION, ANYWHERE!***

Operation Iraqi Freedom will be sent directly back to CONUS, leaving families in Europe to fend for themselves. That simply will not happen. Regardless of any relocation decisions, soldiers will be returned to Europe to be reunited and reintegrated with their families.

8. The record of the Army in the Global War on Terrorism has been incredible. Every member of the Army team has delivered total excellence to our Nation, and the Nation swells with pride in your accomplishments and recognizes your sacrifices. So do I. I assure you I am personally committed to the welfare of each soldier, civilian and family member—whether deployed or here at home—to ensure that everything is done to make any transformation decisions as smooth as possible. We will dedicate whatever resources are required to provide the highest quality support and leadership as we adapt the command to the future. We will do what is in the best interest of the Nation, the Army and our people as we continue our total commitment to the preservation of our democracy for future generations.

  
 B. B. BELL  
 General, USA  
 Commanding
